SF1
C58
#451

SAN FRANCISCO FESTIVAL

A PROPOSAL BY THE DEPARTMENT OF CITY PLANNING 1968

DOCUMENTS DEPT.
SAN FRANCISCO
PUBLIC LIBRARY

D
REF
917.9461
Sa5256

SAN FRANCISCO PUBLIC LIBRARY
3 1223 03551 4984

5/S

SAN FRANCISCO
PUBLIC LIBRARY

REFERENCE
BOOK

Not to be taken from the Library

A PROPOSAL FOR A SAN FRANCISCO FESTIVAL

Department of City Planning

This proposal calls for the City of San Francisco, together with private business, industry and distinguished citizens, to undertake, promote and develop a major FESTIVAL in San Francisco of international significance.

I. WHAT IS THE FESTIVAL?

It is a celebration of the achievements, problems, opportunities and future of urban life.

The theme of the FESTIVAL is The City -- the whole city: rejoicing in its benefits and beauty; facing honestly and squarely its problems. Nations throughout the world will be invited to present their progress and achievements in urban development by means of dramatic exhibits and displays. Industry will be invited to demonstrate new technological developments in transportation, construction and housing. Government at the City, State and Federal levels will explain their plans and programs for job education, housing, neighborhood improvement, recreation, conservation, preservation, renewal, rehabilitation, etc., and what they hope to accomplish in the years ahead.

The FESTIVAL will be more than a celebration. It will be a <u>demonstration</u> by the City of San Francisco of what can be done by government and private business working together on imaginative new approaches to

D REF 917.9461 Sa5256

San Francisco festival :
a proposal /
1968.

3 1223 03551 4984

S.F. PUBLIC LIBRARY

the problems of the cities. New industry, new jobs, new housing for low and middle income families, newly acquired skills and a new urban environment will be real and continuing working exhibits of the FESTIVAL. Through the FESTIVAL mechanism, San Francisco will in effect turn itself outward -- the whole City becoming an exhibit -- to show a working on-going effort to solve the problems of the City.

Fitting a celebration, the FESTIVAL will include the amenities of urban life: museums, theatres, fine cuisine from around the world, parades, spectacles, plazas and fountains, ballet, modern dance, film festivals, amusement rides, beautiful parks, exotic peoples, shopping, historic buildings, grand boulevards, towers, and the excitement that comes with great commerce and industry.

The SAN FRANCISCO FESTIVAL will differ from preceding World Fairs and Expositions. The special characteristics that set it apart are as follows:

FUNCTIONAL: The FESTIVAL will not be merely a celebration within the City unrelated to the activity of the City except for access and services. Instead, it will be an integral working part of the City planned and designed to solve pressing problems of the City. Key products will be dignified jobs for semi and unskilled workers, [illegible] training programs, housing for low and middle income families, expanded and improved parks and recreational facilities, and a vital new transit system.

Digitized by the Internet Archive
in 2015

https://archive.org/details/sanfranciscofest1968sanf

PERMANENT: Development of the FESTIVAL emphasizes permanent physical improvements. The legacy of the FESTIVAL will be housing, an entire new community on the South Bayshore, a new transit system, improved parks, and buildings that can be used for a variety of public and civic purposes.

RELEVANT: The FESTIVAL theme -- urban life and the City -- is of critical concern in this urbanizing age. Urban problems will not just be talked about; the FESTIVAL is dedicated to doing something about the pressing social and environmental problems of today.

INVOLVEMENT: The entire City and all of its ethnic, racial and economic communities will be involved in the multiplicity of special events, parades, neighborhood street fairs, and exhibits that will be part of the FESTIVAL. The visitor to the FESTIVAL will be given the opportunity to respond to and participate in as well as observe exhibits and events.

ENCOMPASSING: The FESTIVAL will embrace the whole City rather than concentrate on a single site. Many small sites at dramatic locations along the waterfront and within the City will form the total FESTIVAL site. These are to be linked together by a special transit system developed for the FESTIVAL. The development of each site will be planned and designed within the context of the immediate

surrounding area and thus will be reflective of the many communities that compose San Francisco.

SPIRIT: The spirit of the FESTIVAL will be the spirit that has characterized San Francisco from its earliest days: robust, fun-loving, compassionate, tolerant and cosmopolitan. This ebullient spirit will be expressed in a dynamic program of street fairs, neighborhood festivals, and spectacular parades evocative of San Francisco's past, present and future. The FESTIVAL will affirm the belief that the City can be a great and exciting place to live; that the problems of the City can and will be solved; and that a diverse people can and will work together to solve them.

II. WHAT IS THE REASON FOR THE FESTIVAL?

San Francisco has been hailed as one of the most beautiful and delightful cities in the United States if not the world. The glimmering image that most people seem to have of the City, in fact, represents only a part of San Francisco: Golden Gate Park, Fishermans Wharf, the Presidio, Pacific Heights, Russian Hill, Nob Hill, and Telegraph Hill. Behind this facade, along our northern waterfront, is another city, a complex city, featuring a multitude of social and physical attributes and problems requiring urgent and sometimes drastic action.

The Human Rights Commission of San Francisco has issued a report entitled and calling for "A Point of Acceleration". The conclusion

of the report was that San Francisco is presently in a "dangerous period" that could result in a spiraling cycle of fear and frustration. "Routine slow movement toward progress, which is taking place in some areas, is not enough to meet the needs of the time." Without real visible achievement on a scale to match the increased hope and desire, the conflicts in our society will grow. The City and all its people may suffer unless a real "Point of Acceleration" is achieved.

The Commission report outlined a wide range of actions aimed at correcting the complex socio-economic problems of the ghetto. Basic to achieving major goals were:

4,000 unskilled and semi-skilled jobs

3,500 on-the-job-training positions with real jobs at the conclusion

1,000 apprenticeship positions to learn new trades

2,000 new kinds of service jobs to prepare and motivate young people for standard jobs

10,000 interim work opportunities for youth -- summer and school-work jobs

6,750 low-income housing units, and

4,300 moderate-income units to be realized by 1972

While progress toward these objectives in previous years has been speeded up, a major expansion of the City's economy and job inventory is required if significant progress is to be attained. The SAN FRANCISCO FESTIVAL is a response to the needs set forth by the Human Rights Commission, it is a means for realizing a "Point of Acceleration".

It is, moreover, an approach that will benefit all citizens of San Francisco and all sectors of the City's economy.

III. HOW WILL IT WORK?

The FESTIVAL will achieve its objectives on many levels and by a variety of methods. The FESTIVAL provides a means for attracting and capturing tourist and visitor dollars and focusing them toward realizing CITY goals. The private economic activity generated by the FESTIVAL will also be directed toward providing new job opportunities for disadvantaged minorities. Prior to opening date, millions of dollars of construction involving thousands of construction jobs above normal industry level will be created. Refurbishment and expansion of hotels, restaurants and related tourist facilities will also generate many secondary new jobs before opening date. The FESTIVAL will require hundreds of guides, guards, attendants, operators, ticket-takers, service and maintenance personnel for its operation. Exhibits and special events will require a wide range of skilled and semi-skilled workers for their construction and maintenance.

With the cooperation of unions, business, and industry, the FESTIVAL will do more than create jobs; it will prepare and train men and women for those jobs. The potential will exist for the establishment of new industries run by and for disadvantaged minority groups.

Neighborhoods will be revitalized and rejuvenated as part of the program for local FESTIVAL activities. Low- and moderate-income housing can be developed in terms of new technologies so that it will be a major feature of the FESTIVAL. Complete new communities will be added to the City demonstrating new patterns of urban development.

The expansion and improvement of San Francisco's park system will be a carefully planned by-product of acquiring and/or improving of FESTIVAL area sites. Pathways, sculpture, fountains, and other landscaping improvements will be the permanent residue of the FESTIVAL.

The FESTIVAL TRANSIT SYSTEM will remain as a permanent, major tourist attraction. In addition it will serve a valuable functional role in the community: (1) it will interconnect major activity areas within the downtown; (2) it will connect such interrelated developments as Yerba Buena, International Market Center, a possible future downtown stadium, and Fishermans Wharf; (3) it will link major cultural and recreational facilities in the City; (4) it will provide needed transportation to the South Bayshore area including Potrero Hill, Hunters Point, and Bayview Hill.

Strong Federal support in housing, education, transportation and job training is essential for the FESTIVAL to fully realize the

ambitious social and environmental goals envisioned. Instead of an exhibit, as in recent fairs in this country and abroad, it is proposed that Federal participation be the development of real homes, schools, and transportation facilities featuring the most advanced technologies and creative design approaches. The Federal contribution to the FESTIVAL would in effect be a contribution to the total resources of America to solve our urban problems.

With strong Federal assistance and support by the City and private business, the SAN FRANCISCO FESTIVAL will:

- create thousands of construction jobs with unparalleled opportunity for on-the-job training and apprenticeship positions;
- create thousands of new kinds of service jobs with special emphasis on interim work opportunities for youth;
- increase the local tourist economy, adding new service jobs in this sector;
- add 2,000 to 4,000 high-quality and low- and moderate-income housing units stressing the innovative development of new housing technology;
- offer unusual educational opportunities;
- create thousands of unskilled and semi-skilled jobs;
- improve tourist and convention facilities;
- result in massive improvement of our waterfront and park system;
- provide a means for distributing tourist and visitor activity within the City to increase our visitor handling capacity without overwhelming existing popular areas to their detriment;

- relate to and support public and private developments currently planned for the City, such as Yerba Buena Convention Center, Point Lobos, Bayview Hill, Northern Waterfront, transportation system improvement.

- improve and expand the City's transportation system providing transit service linking the South Bayshore District, Downtown, major sports convention facilities and parking South of Market, Northern Waterfront and major cultural facilities.

IV. WHY SAN FRANCISCO?

The urgency of the urban crisis demands dramatic new approaches, flexible and unfettered by unnecessary controls, on a scale equal to the magnitude of the problems. We propose that San Francisco become a "Demonstration City" to test and show how new methods and technologies would work toward the solution of these problems. Few cities present the conditions for a successful demonstration equal to San Francisco. The social and physical characteristics of the City and the temperament of its people uniquely qualify the City to undertake a project of this magnitude. San Francisco encompasses 47 square miles, and within this highly urbanized area, there exists a full range of social and physical problems common to large American cities. However, a major San Francisco asset as an urban FESTIVAL site is that the City is not overwhelmed by these problems. Opportunities and unique resources exist which can bring solutions to these problems within reach. San Francisco has an international reputation for beauty and has demonstrated that its citizens are receptive to large-scale solutions for major

problems. The proposed SAN FRANCISCO FESTIVAL is conceived to harness the positive elements in the City's make-up toward the correction of its problems. The FESTIVAL offers a unique vehicle to present to the Nation and the World how a creative city government together with Federal and State Government and private enterprise can solve the problems of the city.

V. THE PROPOSED FESTIVAL PLAN

The two previous San Francisco fairs, the 1915 Panama-Pacific Exposition and the 1939 Golden Gate International Exposition, were held on large single sites created by Bay land fill projects. To overcome the present day problem of finding an adequate site within the intensely developed City, a unique new approach is proposed for the San Francisco FESTIVAL. The linking together of many smaller sites by a special FESTIVAL Transit System. Through this method a total FESTIVAL area in excess of 300 acres could be developed with the following advantages:

1) The site plan has an inherent flexibility enabling the FESTIVAL to adapt to the changing conditions and needs as the FESTIVAL grows and matures from concept to reality.

2) It permits the FESTIVAL to capitalize on existing facilities and amenities such as museums, stadiums, dramatic sites, public lands, and cooperating private parties.

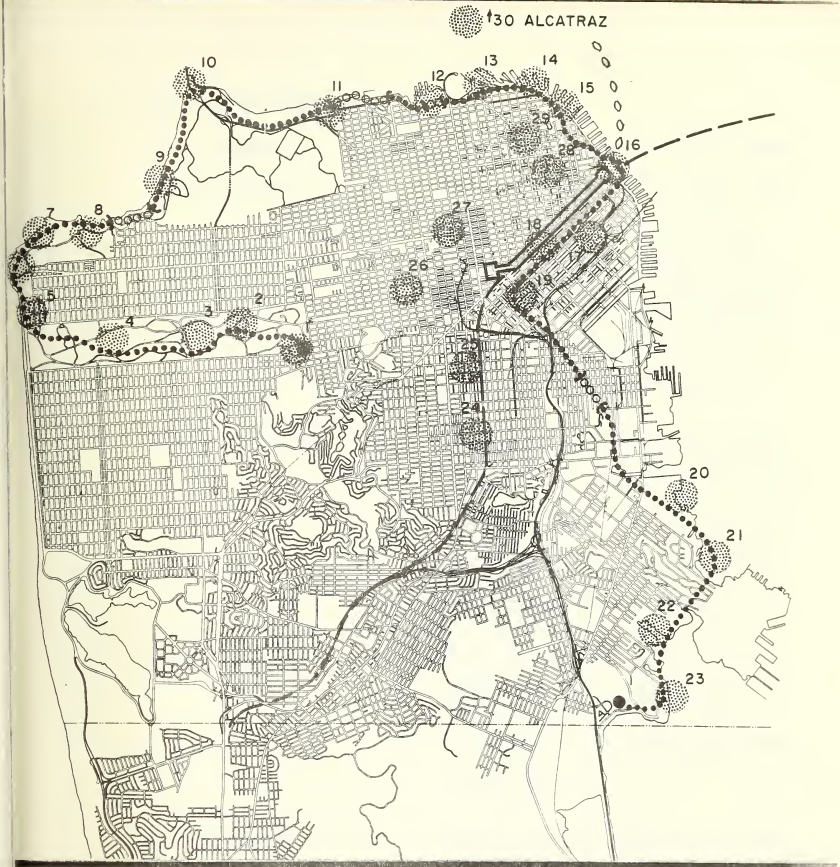
3) It spreads the benefits of the FESTIVAL throughout the City and minimizes the problems of dislocation and congestion that a single large site necessarily would cause.

4) The success of the FESTIVAL would not hinge upon a few key properties; site acquisition would not be as costly or as troublesome.

5) The variety of sites would contribute to the special character of the FESTIVAL.

Thirty possible sites are proposed at this time for further investigation. Of these, twenty-three would lie along the FESTIVAL Transit System, two would be readily accessible by BARTD, four would necessarily rely upon Muni for access and might appropriately be the focus of neighborhood FESTIVAL activities, and one is an island in the Bay requiring a connecting Ferry linkage to one or more of the shoreline sites. Fourteen sites are located on the ocean and bayshore line. A more exhaustive survey and investigation will no doubt eliminate some of the suggested sites and reveal other opportunities. The FESTIVAL does not require thirty sites for successful operation. As few as fifteen sites could support the FESTIVAL.

The thirty sites are briefly described as follows. The site number is keyed to the site numbers on the Proposed Site Plan map.



PROPOSED SAN FRANCISCO FESTIVAL PLAN

PROPOSED FESTIVAL SITES

PROPOSED FESTIVAL TRANSIT SYSTEM

BARTD

PROPOSED ALCATRAZ-MARIN FERRY

3,000 FEET

V. The Proposed FESTIVAL Sites

Site	Possible Improvements and Development
1. Kezar Stadium	The stadium and surrounding area is proposed to be refurbished for use as a Youth Festival Center. Exhibits would explore the role of youth in a changing world including work of the Peace Corp, VISTA, and similar programs.
2. Main Concourse	The formal main concourse would be relandscaped and restored; special museum exhibits in the de Young, Science, and Natural History Museums would be coordinated with FESTIVAL programs.
3. Strawberry Hill	Restoration of Strawberry Hill to its former glory; boating, waterworks, outdoor art show, a quiet recreation area of great beauty.
4. Polo Grounds	Special nighttime illumination and landscaping for outdoor events such as: horse shows, antique autos, circuses, balloon ascensions, etc.

Note: The FESTIVAL transit system would largely eliminate the need to bring automobiles into Golden Gate Park.

V. The Proposed FESTIVAL Sites

Site	Possible Improvements and Development
5. Playland	Redevelopment of the Playland amusement park is suggested into a dynamic new total environment seaside recreational park combined with new housing. Recreational activities would be functionally linked to the Cliff House and Sutro Baths properties. The redevelopment would be accomplished in cooperation with the private property owners.
6. Point Lobos-Sutro Baths	The most appropriate development of this area would be a major new City aquarium and related marine exhibits; Seal Rock would become an integral part of the marine complex connected by an underwater passage.
7. Lands End	The dramatic cliff walks of Lincoln Park would be restored. The related exhibit complex might appropriately treat the problems of man's future: food, population, natural resources, etc.

V. The Proposed FESTIVAL Sites

Site	Possible Improvements and Development
8. Palace of the Legion of Honor	The museum grounds might be improved along with possible expansion of the museum, for special art exhibits. Temporary exhibit pavilions on adjacent land would accent art in the City's past, present and future.
9. Bakers Beach	An international exhibit area might incorporate existing fortifications in the area in the plan.
10. Fort Point	Fort Point would be restored for use as historical museum. With the constant parade of ships passing through the Golden Gate as a backdrop, possible exhibits in the adjacent area might focus on great trading cities of the world.
11. Palace of Fine Arts	Development of a multi-theater/concert facility for the arts; improvement of the Yacht Harbor for boat shows, regattas, races, aquatic events, etc.

V. The Proposed FESTIVAL Sites

Site	Possible Improvements and Development
12. Fort Mason	Fort Mason might serve as the location for a major exhibit complex combined with an experimental housing or educational complex. It would also be a prime observation point for aquatic events. Marin and Fort Alcatraz ferry boats would connect here.
13. Fisherman's Wharf	Expansion of the Maritime Museum, development of railroad and/or streetcar museum, Pier 45 would be developed as a recreational/housing pier and waterfront plaza in accord with the Northern Waterfront Plan.
14. Piers 33-39 Area	A floating exhibit complex together with waterfront improvements is suggested here.
15. International Market Center	Possible trade exhibit in and around Trade Center, modern transport ships, cruise liner "hotels" at redeveloped waterfront. Cooperation of private developers would be an important consideration.

V. The Proposed FESTIVAL Sites

Site	Possible Improvements and Development
16. Ferry Building	Development of a heliport, Ferry Terminal with ferry boat service to Marin and East Bay, waterfront park and exhibits.
17. Yerba Buena	The Yerba Buena sports/convention center would be a major FESTIVAL activity center for special events, entertainment and exhibits.
18. The Old Mint	Restoration of the Old Mint for use as a ~~City~~ museum covering the past, present and future of San Francisco along with the story of the gold rush and the role of the Mint.
19. Ninth and Mission	This area has been suggested as a possible site for a future downtown stadium; however, other development is possible. If selected for the stadium location, the stadium or the site could play a significant role in the FESTIVAL plan.

V. The Proposed FESTIVAL Sites

Site	Possible Improvements and Development
20. Butchertown Industrial Park	The Butchertown Industrial Park and/or the adjacent Port Authority fill site suggests itself as a possible "Working" FESTIVAL area with related exhibits on technology and employment. Permanent industrial shed type structures could be used for total environmental exhibits.
21. India Basin	Development of a beautiful landscaped bayshore park would be the primary permanent development resulting from the FESTIVAL. Floating exhibits and entertainment facilities in the lagoon would complement the park setting. A permanent black culture center/museum might be located by the lagoon or on nearby Third Street.
22. Bayview Industrial Park	This site is suggested for a major working exhibit on employment, job training, and our changing economy. A factory for the production of prefabricated homes featured in the adjacent Bayview project is proposed as the principal working exhibit.

V. The Proposed FESTIVAL Sites

Site	Possible Improvements and Development
23. Bayview Hill	The single largest FESTIVAL site would in effect not be so much an exhibit area as a demonstration of new City development. The site would include a complete community of 2000+ dwelling units of advanced design, park, shopping center, recreational pier, and schools. It would attempt to show how beautiful and exciting our cities can be through the creative use of new technologies.
24. Mission and 24th	The 24th and Mission BART station area is suggested for special programs representative of and facilities for the many ethnic groups in the Mission.
25. Mission de Dolores	The Mission, the site of the first settlement in 1776, is the appropriate area to celebrate both the first arrivals and the 200th anniversary of our nation. A park connection between the Mission and the 18th and Mission Street BART station might be a part of FESTIVAL development in this area.

V. The Proposed FESTIVAL Sites

Site	Possible Improvements and Development
26. Alamo Square and/or Fillmore Commercial Center	Alamo Square is suggested as the focus for FESTIVAL-related neighborhood programs. Improvements in the park and related facilities would be the principal FESTIVAL products. The planned Fillmore Commercial Center might be the center for a black arts exhibit and programs. Improvements could take the form of a theater/gallery.
27. Nihon Machi (Japan Town)	The Japanese Cultural Center and shopping district will be the location of traditional Japanese Festivals and cultural events.
28. Chinese Cultural Center	Chinatown and the Chinese Cultural Center will be the focus for programs and special events concerning Chinese culture. Special exhibits may concern the Chinese role in western development.

V. The Proposed FESTIVAL Sites

Site	Possible Improvements and Development
29. North Beach	The development of an Italian Cultural Center could be the principal FESTIVAL development in North Beach. Italian street fairs might complement the commercial entertainment of Broadway.
30. Alcatraz Island	Remaining portions of historic Fort Alcatraz would be restored as a historic monument, and the prison preserved as an eloquent testament to the problems of society. The impressive fortifications and other buildings could serve as a creative arts center bringing outstanding artists from across the nation; and as a conference center on urban problems. Alcatraz would also be the staging ground for an international fireworks competition.
M. Market Street	Market Street, soon to be redeveloped at the cost of $33,000,000 will be the primary staging area for the many parades, ceremonial processions associated with the FESTIVAL. No additional improvements would be required for the FESTIVAL.

A FESTIVAL featuring so many sites of such varied natural and man-made beauty is the unique opportunity of San Francisco. The dramatic cliff, sea, bay and city views will be major attractions in their own right. The setting together with the major public facilities -- museums, parks, convention centers, etc. -- that will become an integral part of the FESTIVAL will insure its success.

The FESTIVAL TRANSIT SYSTEM is the unifying element joining the separate parts into an organic whole. It is the key element of the FESTIVAL concept. The required operational characteristics of the adopted system must be carefully determined; the selection of the system must be based upon established criteria, not merely what system can be obtained the cheapest or easiest. While the specific system is not determined at this time, certain general qualifications can be outlined:

1. It should serve the major transportation needs of the FESTIVAL and the working needs within the downtown, responding quickly to peak flow situations such as occur after major special events.

2. It should be quiet and of a small unobtrusive scale capable of being run through buildings and not requiring massive support structures.

3. It should feature automatic operation and be easy to maintain.

4. Ideally, it would be a new development in urban transit technology with the potential for wide application within other cities.

The extent of the FESTIVAL TRANSIT SYSTEM and its routing will be determined in the final analysis by five factors: (1) the number of FESTIVAL sites; (2) the capacity and speed of the system; (3) system costs;

(4) relationship to other systems such as BARTD, Muni, ferry service, and heliports; and (5) financial feasibility. The essential involvement of the FESTIVAL TRANSIT SYSTEM with the overall transportation needs --- including parking, freeways and parkways --- requires that it not be approached as an isolated independent element, but rather as a part of a total system. It is important that its design consider the broad range of San Francisco's transportation needs.

VI. WHAT IS THE FESTIVAL TIME SCHEDULE?

With a concerted effort the FESTIVAL could open its doors to the public in 1973 in time for the 100th anniversary of the cable car. Certain elements -- particularly in the most severe problem areas --- would be in operation within two years of the starting date.

Within the next eight years a number of anniversaries of historical importance will occur that appropriately might provide the central themes for the first four years of FESTIVAL operation.

1973 -- The first cable car was tested 100 years before in San Francisco in 1873. The celebration of this event could focus upon new urban transportation developments. The Bay Area Rapid Transit District would be a major working exhibit on this theme.

1975 -- The first ship entered the Golden Gate 200 years before, discovering the great inland bay. The entry of the first ship suggests as a theme our entry into a new urban age, and a close look at the future of the entire Bay Area.

1976 -- The 200th anniversary of the first colonist in San Francisco at the site of the Mission de Dolores and the 200th anniversary of our Nation coincide and provide the basis for a climactic celebration. The declaration of independence and the objectives of the hardy band of pioneers to carve out a new world are the thematic key for the re-examination of the human aspirations of today and appropriately to review the progress made in this direction by the FESTIVAL itself in the preceding three years.

The sequence of historical events suggests the initial four years of FESTIVAL operation on a grand scale climaxing in 1976. Thereafter, the scale of operations should be reduced to a smaller permanent level of FESTIVAL activities and attractions.

In the further study of the FESTIVAL concept/development, the implications on attendance, cost, community objectives, and feasibility of alternative schedules and programs should be explored to determine the approach best suited to the immediate and long-range needs of San Francisco and the successful operation of the FESTIVAL.

Special attention should be given to initiating early starts on FESTIVAL activities in problem areas.

VII. ORGANIZATION

The SAN FRANCISCO FESTIVAL could be developed by a nonprofit corporation established for that purpose with the necessary rights and powers. The FESTIVAL Corporation would be guided by a blue-ribbon board of directors, appointed by the Mayor, with representatives from the Human Rights Commission, Chamber of Commerce, SPUR, City Planning Commission, Social Services Commission, Recreation-Park Commission, Port Authority, Art Commission, distinguished citizens, and including the Chief Administrative Officer and the Directors of the Department of City Planning, Department of Public Works, and Redevelopment Agency.

Financial support for the FESTIVAL is anticipated from three sources: (1) City revenue bonds (or other); (2) a special Federal appropriation and on-going programs; and (3) private subscription. Preliminary exploration of the financial feasibility of the FESTIVAL gives every indication that the project can be realized, that it is within the capabilities of the City of San Francisco. The FESTIVAL offers business, labor, and government a way to tackle the pressing problems of the City without any displacement of the present work force, without undue burden to cooperating business and industry, and without adding to the present tax load of the small home owner.

VIII. WHAT DO WE DO NEXT?

The first step in the realization of the FESTIVAL is to initiate the basic studies necessary for a major undertaking on the scale indicated. These include concept and design, site area planning, transportation, and economic feasibility and programming. The guesstimated total cost for these studies is approximately $750,000. When it is considered that these studies could trigger a total investment in excess of $250,000,000, the cost is small. The primary product of the studies will be a detailed plan for action in accord with the public and functional requirements of the City.

The study is recommended to be under the technical direction of an advisory committee appointed by the Mayor. The composition of the committee would be along the lines proposed for the nonprofit FESTIVAL corporation. The Department of City Planning would prepare the study program and provide technical input into the study.

It is suggested that the funds for the FESTIVAL Study would be raised by the San Francisco business community. Contributions would be credited toward a future issue of FESTIVAL revenue bonds.

IX. CAN WE DO IT?

The FESTIVAL, if developed along the lines proposed, might represent a total investment in excess of $250,000,000. This scale of investment is essential both to achieve the ambitious goals of the FESTIVAL and a prerequisite for generating the attendance level needed to provide support for FESTIVAL operations. (Experience with other fairs and expositions indicates a $10 pre-opening cost is required for each attendee.) Of the total, $50,000,000 is suggested as the City's share to be raised via City backed revenue bonds. The balance would be from foreign exhibitors, private enterprise, and State and Federal Governments. Preliminary studies of potential market population, market penetration and revenue indicate the City could anticipate the return of its initial investment well within the first 10 years of FESTIVAL operations, possibly during the first 5 years.

It should be stressed, however, that the FESTIVAL is envisioned as a working festival, not as a "fair" in the usual sense. For this reason it is not entirely possible or desirable to compare costs with those of previous undertakings. A detailed study of potential costs and revenues will obviously be required if it is decided to move ahead.

San Francisco brings many unique resources to the task of developing the FESTIVAL. They include everyone who has visited the City and had a good time; the hills, towers, houses and the Bay; and the energy, tolerance and friendliness of the people themselves. Foremost among these are simply the City and People of San Francisco. To say "Can we do it?" is really asking "Do we want to?" The answer to these is another question: Can we afford not to?